Approved For Release 2008/09/15 : CIA-RDP86M00886R002800180003-3

NATIONAL FOREIGN INTELLIGENCE BOARD WASHINGTON, D.C. 20505

Executive Registry

9673/2

1 November 1984

MEMORANDUM FOR: National Foreign Intelligence Board

SUBJECT : DCI Exceptional Intelligence Analyst Program

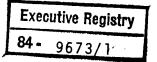
- 1. Five years ago, the DCI Exceptional Intelligence Analyst Program was created to improve the quality of intelligence analysis by giving promising midcareer professionals the opportunity to personally tailor a project to sharpen their analytical skills and provide for their professional development. Projects have included sabbaticals at home or abroad, university study, independent research, or temporary assignments to other government agencies.
- 2. The Program is administered by the Intelligence Community Staff's Planning and Policy Staff in close collaboration with your agencies. Projects can last up to two years and all special expenses are underwritten by the Intelligence Community Staff. Salaries are the responsibility of the analysts' parent organizations. In the past, approximately 15 professionals participated annually at an average cost of per person.
- I am committed to improving intelligence analysis and, having reviewed the Exceptional Analyst Program and related programs, am convinced that this program can be improved. While the benefits of the present program are obvious, I also would like more analysts to participate, for shorter periods, with more focus on issues of immediate importance and concern. Therefore, I also welcome proposals for projects of shorter duration, and I have asked the IC Staff to respond flexibly to these ideas when they are received. Further guidance will be provided about this year's program through a brochure which will be sent to your training offices.
- I strongly urge each of you to nominate your best people; their absence eventually will pay off handsomely in the new perspective, creativity, and knowledge they bring back to their work.

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Central Intelligence Agency





MEMORANDUM FOR:

1 November 1984

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		Director, Intelligence Community Staff
FROM	:	Director of Central Intelligence
SUBJECT	:	of Excellence Follow-up on In Search
REFERENCE	:	Your Memorandum, dtd 18 Sept 84, Same Subject
about stream your comment First, I sup like it to b on the order innovative p bureaucratic would be to until we get proposals. that come ou them merit o like the IPC which can be through next	lini s an port e ad rodu and make to I al t of ur s all yea	ng the Production Enhancement program. Based on a decision on the allocation of these funds to decision on the allocation of these funds to the to use the IPC to vet the various so think we should continue to look at the ideas the current program call and see whether any of support in the FY 1986 NFIP submission. I would publicize the availability of flexible funds ocated to worthy projects, assuming that we get a minimum of red tape.

2. With respect to the Exceptional Intelligence Analyst program, I accept your point that it is a program for the development of individual analysts and that a competitive annual selection process is fully appropriate. But I am also most anxious to assure that shorter term, less ambitious proposals with potential for developing our analysts are given an equal opportunity to compete. It seems to me there are lots of ways we can use this program to improve the skills and capabilities of our analysts in shorter time periods. I have signed the memorandum to the NFIB principals to get this underway and I would like you to circulate specific implementing instructions to convey my sense of how this program should be run.

Hiam J. Casev

Executive Registry
84 - 9673

30 October 1984

MEMORANDUM FOR:	Director of Central Intelligence	
VIA:	Deputy Director of Central Intelligence	
FROM:	Executive Director	25X1
SUBJECT:	Production Enhancement Initiatives and Exceptional Intelligence Analyst Programs	
REFERENCE:	Your Memorandum, Follow-up on In Search of Excellence," dated 8 August 1984	25X1
1. Here, again, responsive. I suggest y	are suggestions for making the Subject programs more you do the following:	
but inct program compet develop proposa	the Exceptional Analyst program administered by the IC Staff rease the flexibility of its administration. All agree that the in is for developing analysts and that it works well as an annual cition. But there is no reason why it can't function equally well as a soment vehicle for analysts with more immediate, shorter term, als. A memorandum from you to the NFIB members is attached and art the process this year.	
for incl	Il shortly receive Production Enhancement ideas from the IC Staff lusion in the 1986 budget. We're well into the current cycle on this, throw out entirely what has been done to date would not be wise, nough memo has many valid points. There is,	25 X 1
suggest enhanc without	er, a way to introduce lots more flexibility into the process now. It you fence about in the FY 1986 budget for production ement to enable us to respond quickly to late-blooming ideas to waiting for the annual budget process. Further, I suggest we	25 X 1
Council that we	everybody's suggestion and make the Intelligence Producers I the mechanism which will decide how to spend this and e specifically ask the IPC to publicize the program and hold the cratic red tape to an absolute minimum.	25 X 1
2. Attached is decisions.	a revised memorandum from you toconveying these	25 X 1
		25X1
Atts: 1. Memo to	NFIB Members	25 X 1
2. Memo to		25 X 1

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DDI #05404-84 19 September 1984

NOTE TO: Director of Central Intelligence

FROM : Deputy Director for Intelligence

SUBJECT: The Attached

- 1. The proposal Al sent you essentially conveyed my recommendations to him. While a small group of us such as you list could profitably judge proposals for production enhancements from people in CIA, I believe other agencies would insist that some representative of theirs be involved in making the decision on proposals involving their employees. I think politically it would be unwise to have a wholly CIA group make decisions on proposals from DIA, NSA, etc. (C)
- 2. It seems to me that for these proposals, therefore, the IPC offers the least bureaucratic approach. Presently, initiatives for production enhancements must be staffed through the home agency bureaucracy, then the IC Staff bureaucracy, then our Comptroller's office and then the DCI/DDCI front offices. They are also reviewed by the IPC. Thus, as you already know, the present system is extremely bureaucratic. (C)
- 3. What I recommended, and what I believe Al is proposing, is that the Community be informed that production enhancement money will be set aside for individual initiatives in keeping with the "In Search of Excellence" program. What you would be proposing is that any analyst in the Community could send an initiative or an idea directly to the IPC without any other staffing and the IPC (on which DIA, NSA and INR are represented at the senior level) could make a decision then and there on whether or not to fund it. There would be a minimum of bureaucracy and the delay would be no more than two to four weeks at the very outside. It would involve the other agencies agreeing to bypass all of their own bureaucracy to allow these proposals to be carried out if approved by the IPC. This seems to me about as clean as we can make it on a Community basis. (C)
- 4. Your suggestion for a group to review initiatives, funding task forces, and so forth, seems to me though a useful

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notion in terms of CIA, not just for production enhancement, but for ideas generally. What would you think about a notice going out saying that anyone that has an idea or initiative relating to any aspect of the operation of the Agency could send it directly to you, John or the EXDIR and then a small group of us could meet and make a decision on it in very short order in terms of whether its feasible or not. I doubt that there would be an overwhelming number of ideas coming up but the mere availability of such a direct channel could help overcome the reluctance of some to offer ideas because of the red tape involved. But, again, it seems to me this kind of approach might be considered both more broadly than and separately from the production enhancements. (C)

Robert M. Gates

25X1

DCI/ICS 84-4349

18 September 1984

MEMORANDUM FOR:	Director of Central Intelligence	
FROM:	Director, Intelligence Community Staff	25 X 1
SUBJECT:	Follow-up on In Search of Excellence	25 X 1
REFERENCE:	Your memo, dtd 8 August 84, same subject	
request regarding	cently briefly discussed, we have received comments on your g paper from the DDI, the CIA Comptroller, and WR. In summary, their comments, as well as my own views, are	25X1
a new program that can quid	points regarding the Production Enhancement rogram are valid and we should accommodate them by structuring which will stimulate creative ideas in the production areackly be approved and funded by an unencumbered system with the	25X1
requisite aut	thority. The new program should begin with a fairly modest funding per year.	25 X 1
to submit ide management ap turn around a	Intelligence Producers Council in charge. Permit the analyst eas for funding directly to the IPC without the need for other oproval. This approach should meet your objectives of quick and permit implementation approval within a month or so. The iso assume budgetary responsibility for the program.	
the needs of may wish to t and quality o	the existing Production Enhancement Initiative Program to meet the exploitation of longer term, institutional ideas. You task the IPC to conduct a continuing review of the substance of the Program and a recommendation regarding its longer term in its present form.	
Program (EIA and Agencies training prog	we recommend you retain the Exceptional Intelligence Analyst P) essentially as it is and initiate requests to Departments for 1985 nominations. Since this program is essentially a gram for the development of individual analysts and their believed that an annual competitive process is appropriate.	
		25X1

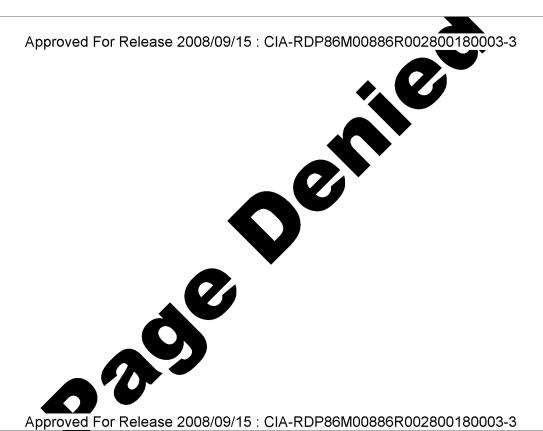
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2. If you concur in the recommendations present the necessary implementing actions. In order to get underway, a customary memorandum for NFIP members is signature. (U)	the FY 1985 EIAP	
		25 X 1
Attachment:		

a/s

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SUBJECT: Gordon Oehler's f	Follow-up on In Search of Excellence	
DISTRIBUTION: (DCI/ICS 84- 1 - DCI 2 - DDCI 3 - ExDir/CIA 4 - ER 5 - D/ICS	-4349)	
6 - DD/ICS 7 - D/PPS 8 - PPS Subject 9 - PPS Chrono 10 - ICS Registry		STAT
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actur message par (23)	•
MEMORANDUM FOR: Director of Central Intelligence	- More Lynami
VIA : Deputy Director of Central Intelligence	difficulties
FROM : Executive Director	real flatell 25X1
SUBJECT: Production Enhancement Initiatives and E Intelligence Analyst Programs	xceptional
REFERENCE: Your Memorandum, Follow Search of Excellence," dated 8 August 19	-up on In 25X1
You asked me to look at the attached package which be	ogon with 25V1
suggestion that we clear away some bureaucratic Exceptional Intelligence Analyst and Production Enhancement	underbrush around the
suggest you do the following:	nt programs. 1 25X1
- Keep the Exceptional Analyst program essentially as	it is now,
administered by the IC Staff. All agree that the programming analysts and that it works well as an annual cor	moetition. A
memorandum from you to the NFIB members is attached an process this year.	nd will start the
- You will shortly be receiving Production Enhancement	t ideas from the IC
Staff for inclusion in the 1986 budget. We're well in on this, and to throw out what has been done to date well in the staff of the sta	ito the current cycle
memo is filled with valid points, but structured has some utility. I would suggest, however	the program as 25X1
about in the FY 1986 budget to enable us to	respond quickly to 25X1
late-blooming ideas without waiting for the annual bud I suggest we accept everybody's suggestion and make the	ne Intelligence
Producers Council the mechanism which will decide how and that we specifically ask the IPC to publi	to spend this 25X1
hold the bureaucratic red tape to an absolute minimum. also be flexible enough to entertain a proposal by an	The IPC should 25Y1
to go off somewhere to receive trainingseparate from	n the formal
Exceptional Analyst program. Attached is a memorandum conveying this decision. The note also income the conveying this decision.	eludes the idea that 25X1
next year we take the IC Staff totally out of the appr Production Enhancement program, using the IPC to vet t	oval process for the the various ideas.
	25X1
Atts: 1. Memo to NFIB members	
2. Memo to	25X1
CONFIDENTIAL	25X1



CONFIDENTIAL

5 October 1984

	: Director of Central Intelligence		
VIA	: Deputy Director of Central Intell	igence) 1/11/15 r	
FROM	Executive Director		5 X 1
SUBJECT	: Production Enhancement Initiative Intelligence Analyst Programs	s and Exceptional	
REFERENCE	: Your Memorandum, Search of Excellence, dated 8 Au	Troffow-up off th	5 X 1
sugge Exceptional In	me to look at the attached package stion that we clear away some bureau telligence Analyst and Production En the following:	cratic underbrush around the	5 X 1 (1
that the I program is competitio the IPC be	Exceptional Analyst program essenti PC administer it instead of the IC S designed to train analysts and that n. It is appropriate, however, that responsible for selecting the winne B members is attached and will start	taff. All agree that the it works well as an annual the production managers on rs. A memorandum from you	
Staff for	shortly be receiving Production Enhi inclusion in the 1986 budget. We're ad to throw out what has been done to memo is filled with valid poin	well into the current cycle o date would not be wise.	5 X 1
about late-bloom	has some utility. I would suggest, in the FY 1986 budget to enab ing ideas without waiting for the an we accept everybody's suggestion and	however, that you fence le us to respond quickly to 25 nual budget call. Further,	5X1
Producers	Council the mechanism which will dec not that we specifically ask the IPC	ide how to spend this 25	5 X 1
hold the be also be flo to go off	reaucratic red tape to an absolute rexible enough to entertain a proposa somewhere to receive training—separal Analyst program. Attached is a mer	minimum. The IPC should 25) I by an individual analyst ate from the formal	X1
next year	conveying this decision. The note we take the IC Staff totally out of	also includes the idea that 25 the approval process for the	5X1
Production	Enhancement program, using the IPC	to vet the various ideas.	5X1
Atts: 1. Memo 2. Memo		25	5 X 1

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